SLOCAN VALLEY PLANNING PROGRAM

TOURISM ANALYSIS PHASE II

TECHNICAL REPORT

PREPARED FOR
KOOTENAY RESOURCE MANAGEMENT COMMITTEE
AND
REGIONAL DISTRICT OF CENTRAL KOOTENAY

MAY 1982

Province of
British Columbia

Regional District of
Central Kootenay

TOURISM ANALYSIS

(PHASE II)

SLOCAN VALLEY PLANNING PROGRAM

prepared by

G.D. HALL ASSOCIATES INC.

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THE ECONOMIC PLANNING GROUP of Canada
Economic and Management Consultants

Victoria Office
1525 Wallace Drive
R.R. #1 Brentwood Bay
British Columbia V0S 1A0
(604) 652-1714

July 21, 1982

Bruce Heayn
Planning Branch
Ministry of Municipal Affairs
747 Fort Street
Victoria, B.C.
V8W 3E1

Dear Bruce:

re: Slocan Valley Tourism Analysis - Phase II

The following report is the Phase II tourism analysis for the Slocan Valley Planning Program. It should be viewed as a companion piece to the Phase I analysis.

Our task in this analysis is to identify the most viable tourism development opportunities and to discuss their implications. The report is intentionally concise, highlighting only the most necessary details as the more lengthy tourism assessments, assumptions and technical analysis are conducted in Phase I. It addresses the development opportunities provided in the two extreme cases of a "disturbed Valhallas" and an "enhanced Valhallas". We have also provided our assessment of the implications of these Valhalla alternatives on the two proposed land use options and have included our tourist forecast "working papers".

Yours sincerely,

G. David Hall
Vice President

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BACKGROUND

The tourism analysis of the Slocan Valley Planning Program has been conducted in two phases. Phase I entitled Slocan Valley Planning Program Tourism Analysis -- Technical Report, was published in October 1981. It was intended to identify the current levels of tourism and to investigate the potential for expansion. The report specifically addressed supply of tourism resources, tourism demand, markets and general development alternatives plus an outline of tourism development considerations. Phase II presents assessments of the opportunities and impacts of a tourist oriented development future for the Slocan Valley. It is emphasized that the following are not forecasts of what will happen but an indication of what the market and resources indicate could be achieved.

The Phase I report projected levels of tourist visitation and resulting revenues under three development alternatives. The first option assessed was one of no growth assuming no expansion of tourist facilities. The other tourist development approaches were based on physical resources, i.e. the mountains, lake, river, heritage, crafts, etc., and on markets where the wishes of travellers are the key ingredient of tourism facility development. The following tables, taken from unpublished Phase I working papers depict anticipated growth rates, development assumptions, and rationale leading to the

forecasted rates of growth (Phase I, p. 67). In all cases the figures relate to overnight visitor use starting with a 1980 base year calculated estimate of 17,000 visitor parties.

Within these three overall development options are presented the two extreme Valhalla possibilities -- preservation with enhancement and physically disturbed. The tables indicate an accelerated growth expectation for tourism in the "enhanced Valhalla" situation under all three development strategies. This heavy dependence on the Valhalla Mountains stems from their previously documented significance to the Valley's future tourism development opportunities.

The reader should note that more attention should be paid the ten year time span rather than actual dates. This is suggested because the first five year interval ending in 1985 is half over at the time of writing, while it will not effectively start until the planning program is completed and operating. It has been stated with actual dates to reflect the 1980 base year for tourist statistics and to accurately respond to the 1990 target date specified in the terms of reference. Additionally, it is not possible to predict the tourism outcome of Slocan Valley decisions with anything like the precision indicated. We have chosen the 5 year presentation format to reflect our best estimate of what <u>could</u> be achieved based on the criteria indicated.

The current small volume of tourist traffic provided additional complications because relatively minor developments on a regional scale (say the construction of a 30 unit motel) can have a major impact on Slocan forecasts.

In spite of these factors we have prepared a single target estimate (rather than a range) for both the Valhalla decision extremes and a third for a conscious "no growth" decision. Again, our figures are not a forecast of what will happen but rather an indication of what could realistically be expected based on the criteria indicated.

TABLE 1

NO GROWTH DEVELOPMENT STRATEGY

No Growth Development Strategy

- No growth in facilities
- Facilities remain in current state of repair
- No additional promotions
- No change in employment
- No development of heritage, wildlife, wilderness themes

Year	% Change	Valhallas Enhanced	Year	% Change	Disturbed
1980	100%	base year	1980	100%	base year
1985 '80 17,000 '81 + 2%= 17,340 '82 + 3 = 17,860 '83 + 4 = 18,576 '84 + 4 = 19,317 '85 + 5 = 20,283	120%	- resource has attracted increases of approx. 2-5% (Note: TIDSA forecasted 3-6%) - number and condition of facility limiting factor - return business minimal - length of stay remain short (1-2 days) - anticipated traffic increase 20%	1985	110%	- growth still evident based on attraction of river valley and lake - length of stay remain short (1-2 days) - focus of activity on the river and lake - anticipated traffic increase 10%
1990	130%	- facilities limiting growth - potential users thwarted by limited facilities - main increases by wilderness users - length of stay and return business minimal - no provision for non-summer use - comfortable carrying capacity of facilities is approached - result is a possible addition of 10%	1990	90%	- outdoors enthusiast not returning - no increase in casual sightseeing - special interest groups declining - length of stay and return visits stabilizing - possible declines over base year of 10%

TABLE 2

RESOURCE BASED DEVELOPMENT STRATEGY

Resource Based Development Strategy

- integrity of landscape preserved
- built facilities complement resources
- markets developed to utilize resource
- intensity of development determined by the resource carrying capacity
- preservation of resource is critical
- focus on outdoor recreation oriented activities
- facility availability does not limit demand.

Year		% Change	Enhanced	Year		% Change	Valhallas Disturbed
1980		100%	base year	1980		100%	base year
1985		250%	- investor confidence increased - accommodation units double to 200 - expansion of related facilities - length of stay increases to 2-3 days - return business increases - non summer use expands - growth rates of 10% in early 1980's increase to 30% by 1985	1985		130%	- (forecasted growth rate of 3-6% by TIDSA) Assume this is possible in a disturbed Valhallas because of limited volume - growth average of 5% per year used
'80	17,000			'80	17,000		
'81 + 10%	= 18,700			'81 + 5%	= 17,550		
'82 + 10	= 20,570			'82 + 5	= 18,742		
'83 + 20	= 24,684			'83 + 5	= 19,679		
'84 + 30	= 32,089			'84 + 5	= 20,663		
'85 + 30	= 41,715			'85 + 5	= 21,696		
1990		400%	- confidence remains high - lodge and resort accommodation increases by 25% to 250 units - length of stay remains in the 2-3 day range - return business remains high - expanded utilization of facilities in non summer months - growth rates slow from 15% in 1986 to 5% by 1990	1990		150%	- Growth continues but at reduced rates - Growth of 5% slows to 2% by 1990.
'85	42,000			'85	21,696		
'86 + 15%	= 48,300			'86 + 5%	= 22,780		
'87 + 10	= 53,130			'87 + 4	= 23,692		
'88 + 10	= 58,443			'88 + 4	= 24,639		
'89 + 5	= 61,365			'89 + 3	= 25,378		
'90 + 5	= 65,000			'90 + 2	= 25,886		

TABLE 3

MARKET BASED DEVELOPMENT STRATEGY

Market Based Development Strategy

- Market demands dictate type of development
- Scale and intensity related to market desires
- Economic gains and employment are high priorities
- Resources used to support facility development
- Environmental concerns secondary to market opportunities
- Four-season and mass mode oriented
- Economies of scale required in development of facilities
- Investment funds available to build facilities
- Promotional effort implemented to match scale of development.

Year	% Change	Enhanced	Year	% Change	Valhallas Disturbed
1980	100%	base year	1980	100%	base year
1985 '80 17,000 '81 + 10% = 18,700 '82 + 20 = 22,440 '83 + 30 = 29,172 '84 + 40 = 40,840 '85 = 40 = 57,176	350%	- Facilities developed to cater to demand. Accommodation doubled by 1985. - Non resource based style and also increased activities. - Commercial activities/ entertainment developed. - Growth rate of 10% in early 1980's increases to 40% by 1985.	1985 '80 '81 + 10 = 18,700 '82 + 15 = 21,505 '83 + 20 = 25,806 '84 + 40 = 36,128 '85 + 40 = 50,519	300%	- Valhallas not a major consideration for investment or visitation by tourists - Visitation dependent on availability of built facilities and attractions more so than natural environment. - Growth of 10% in 1980 to 40% by 1985 but increases at slower rate than in enhanced option.
1990 '85 + 20% = 68,611 '86 + 10 = 75,472 '87 + 10 = 83,019 '88 + 5 = 87,170 '89 + 5 = 91,528 '90 + 5 = 96,105	550%	- Demand slowing as traffic volumes increase and capacities being met. - Additional facility capacity of 25%. - Growth rate declines from 20% in 1986 to 5% by 1990.	1990 '85 50,519 '86 + 20 = 60,622 '87 + 10 = 66,685 '88 + 5 = 70,019 '89 + 5 = 73,520 '90 + 5 = 77,192	450%	- Usage of commercial facilities remains high. - Growth rates slows as effective upper limits of facilities reached. - Growth slows from 20% increase in 1986 to 5% by 1990.

ASSUMPTIONS

The analysis following assesses the tourist development opportunities possible or likely under the two extreme circumstances of "enhanced Valhallas" and "disturbed Valhallas". These terms, as presented in the Phase I Tourism Analysis report, are defined below. (It is important to note that although these terms relate to the "Valhallas", the development opportunities involve the entire Slocan study area.)

Enhanced Valhallas: *Designed to maintain the physical resources, increase accessibility, and increase user and viewer satisfaction.*

- designated protective status for the Valhalla Mountains from Slocan Lake to height of land, encompassing the proposed Valhalla Park area
- improved road and water access intended to allow use by a wider range of visitors and residents in all seasons
- expanded trail network improving access to the lakeshore and upland areas in all seasons
- development of an interpretive centre to provide a focus for programs and activities compatible with the area
- allowing the possibility of limited commercial development designed to expand utilization of the area among a broad range of outdoor users

Note: The "preserved Valhallas" option involves only designated protective status with no other improvements within the proposed park boundaries.

Disturbed Valhallas: *Involves a highly altered visible landscape.*

- resource extraction (timber harvesting and/or mining activity) of a highly visible nature, both close-up and as viewed from across the lake
- no protective status
- clear-cut logging in exposed drainages and/or on the viable face
- visible logging roads
- damaged drainages

Within the confines of these definitions there are a number of assumptions which have been used to frame the development opportunities. They are that:

- the "Resource Based Development Strategy" be adopted. That is, the emphasis of tourism development be on natural features rather than man-made attractions.
- the concerns of Slocan Valley residents as expressed through written briefs to the Planning Team and as verbally presented at the three sets of public meetings be recognized. The intent of these concerns are summarized as:

  i) creating low visual impact

  ii) operating on a small scale

  iii) being compatible with the natural environment

  iv) providing opportunities for local development, ownership and operation

  v) not involving major commitments by public agencies

  vi) providing opportunities for local employment.

- travel preferences and tourism future outlook will remain similar to that outlined in the Phase I Tourism Analysis report
- increasingly cost and value conscious traveller will prevail

- the British Columbia economic situation will remain recessionary in the short term (1-2 years) with slow economic recovery in the mid term (3-5 years)

- the economic situation in the Slocan Valley's major non local markets of Alberta and the Pacific Northwest remains similar to that of British Columbia

- gasoline prices remain similar to presently known National Energy Program guidelines with increases no more than 75 percent of world prices. Gasoline availability is not restricted

- interest rates do not increase above current levels

- road and air access (Castlegar) does not deteriorate

- the tourism atmosphere is not a deterrent to visitors with resident attitudes ranging from "tolerant" to "hospitable"

- no major developments occur in the Okanagan, Arrow Lakes or Kootenay Lake which detract from the Slocan's appeal

- tourist facilities operating as of 1981 continue to operate

- management skills and capabilities of tourism operators will be comparable to other rural areas of the province.

Within the confines of these assumptions, two separate tabulations of possible developments have been prepared. The first looks at a complete range of "typical" components of tourism development from accommodation to entertainment facilities. A five point rating scale was applied, ranking "likelihood of success" of each facility. In the case of facilities such as large hotels or amusement parks, there is ample evidence to suggest they not be developed. In other cases, size of facility becomes

a more critical issue than the type and either a range of sizes are tabulated or the size is chosen to reflect the likely market. The second tabulation presents a more detailed review of those facilities determined to have a reasonable likelihood of success.

In all evaluations we have attempted to assess each development possibility from the viewpoint of its economic viability. By intentional omission this does not include any evaluations of what might be considered "appropriate" based on the rural atmosphere or outdoor recreation orientation. The considerations used are that:

- markets exist or are likely to exist
- suitable site(s) are available
- developers (local and non-local) have the desire and inclination to develop
- both expansion of existing facilities and construction of new facilities is possible
- all facilities are of a commercial nature.

Our assessments apply to the short term (1-2 years) and mid term (3-5 years) only and commence from the date of a Valhalla land use decision. This effectively covers the mid part of the decade from 1982-83 until the late 1980's.

In all cases we have assessed each facility in isolation and not in conjunction with other developments. This approach has been used to ensure evaluation of the merits of each amenity on its own. This procedure

is unrealistic to some degree because the facilities are functionally inter-related creating both positive and negative effects. On the plus side the development of recreation or entertainment facilities may create a demand for accommodation or food services, fostering a ripple effect. Negative effects may also occur, however as the market can be quickly satured and even over-built by excessive concentration on any single sector. Additionally the construction of some facilities may preclude successful operation of others, i.e. construction of a full hook-up campground may reduce the likelihood of success of a partial hook-up operation even though both are classed as good development possibilities.

The greater likelihood of facility development and anticipated increased viability of facilities in the "enhanced Valhallas" is due to our expectations of visitor response. These expectations are critical components to our analysis and involve a certain amount of "judgemental evaluation" that is difficult to quantify. However, the probable impact of a preserved/enhanced Valhallas over the disturbed option is perhaps best summarized by the following rationale:

- The creation of an "environment" of "atmosphere" conducive to tourism development. This is not a guarantee of success but does provide the initial investment incentive and future development security that facilities built which rely on the area's scenic appeal and outdoor recreation focus can be reasonably assured of continued scenic protection.

- The commitment by provincial, regional and municipal government that tourism is a viable land use option in the competition for resources. This philosophical support or endorsement is expected to be particularly important.

TABLE 4

TOURISM DEVELOPMENT OPPORTUNITIES

ooo	Excellent opportunity
oo	Good opportunity
o	Possible opportunity
x	Unlikely
xx	Very unlikely

Facility		Development Options: Preserved/Enhanced Valhallas	Development Options: Disturbed Valhallas
Hotel:	Chain, 100 rooms +	xx	xx
	Independent, 100 rooms +	xx	xx
	Chain, 50-100 rooms	x	xx
	Independent, 50-100 rooms	x	x
Resort:	50 - 100 rooms	o	x
	20 - 50 rooms	ooo	o
Other:	Lodge 20-50 rooms	ooo	o
Accom.:	Motel 20-50 rooms	o	o
	Youth Hostel	oo	x
	Bed and Breakfast (Urban)	o	o
	Bed and Breakfast (Rural)	oo	o
Campgrounds:	Full hook-ups, 100 sites +	xx	xx
	Full hook-ups, 50-100 sites	o	x
	Full hook-ups, 20-50 sites	oo	oo
	Partial hook-ups, 20-50 sites	ooo	o
	Unserviced, 20-50 sites	o	x
Meeting:	Convention	xx	xx
Facilities:	Conference/Seminar	o	x
Marine:	Tours	ooo	o
	Boat Rentals	ooo	ooo
	Marina	oo	oo
	Houseboat rentals	o	x
	Diving	x	xx
Food Service:	Specialty Restaurant	oo	o
	Fast Food (Chain)	xx	xx
	Fast Food (Independent)	oo	x
	Coffee Shop/Restaurant	o	x
Recreational Facilities:	Heli Skiing	o	o
	Sno-cat Skiing/Touring	ooo	o
	Cross Country Skiing	oo	o
	Ski Resort	x	x
	Guest Ranch	oo	o
	Hunting Camp	o	o
	Fishing Camp	oo	o
	Golf Course	x	x
Entertainment:	Lounges/Pub	oo	o
	Museum	o	o
	Commercial attractions	x	x
Events:	Regattas	oo	x
	Fairs/Celebrations	oo	o
	Sports	o	x
	Craft displays	ooo	oo
	Ethnic/cultural	oo	o
Industrial:	Mill Tours	ooo	ooo
	Mine Tours	ooo	ooo
	Agricultural Tours	ooo	oo
Educational:	Specialty training courses	ooo	o
	Crafts	ooo	oo
	Wilderness education	ooo	x

TOURISM DEVELOPMENT STRATEGY CONSIDERATIONS

Preparation of a Slocan tourism development strategy involves consideration of a number of issues ranging from availability of labour force to development scale. We have prepared a checklist of the most notable ones to provide a framework within which individual tourism development opportunities can be assessed. A brief description of each is provided below.

1. Land Use Compatibility

   - The general "environment" for tourism development be conducive to tourism/recreation development
   - Non compatible uses including visible resource extraction be minimized.

   Recommendation

   - preserve the Valhalla Mountain viewscape
   - focus tourism development in specific nodes
   - minimize tourism strip development

2. Development Theme

   - Provides a homogeneous focus and identity
   - Allows incorporation of indigenous or natural themes.

   Recommendation

   - utilize heritage, and outdoor recreation themes.

3. Developmental Focal Point

   - Allows a concentration of development to form a "critical mass"
   - Allows development of a tourism identity
   - Preserves other areas from indiscriminant development

- Improves marketing opportunities
- Improves infrastructure servicing opportunities.

Recommendation

- New Denver and north to Roseberry offers the best opportunities for a tourism focus.

4. Development Sites

- Serviced development sites are in short supply
- Water and particularly lake orientation is particularly important
- Provide access to varied recreational opportunities
- Many potential sites are privately owned
- Convenient access to markets and labour sources
- Near health and service centres.

Recommendation

- Priority sites for development in general descending order are:

1. Valhalla Resort
2. New Denver/Roseberry
3. Slocan River between Winlaw and Lemon Creek
4. Silverton

5. Resource Based, Market Oriented Development

- Build on the strength of the natural environment
- Provide a mix of traveller amenities
- Develop for more than one season
- Develop in scale with the host communities.

Recommendation

- Opportunities exist over the short and mid term for the following facilities and activities:

1. Resort 20-50 rooms
2. Lodge 20-50 rooms

3. Youth hostel
4. Bed and Breakfast (Rural)
5. Campgrounds: Full and partial hook-ups
6. Marine Tours
7. Boat Rentals
8. Marina
9. Specialty Restaurant
10. Fast Food
11. Snocat Skiing/Touring
12. Cross-country Skiing
13. Guest Ranch
14. Fishing Camp
15. Lounge/Pub
16. Regatta
17. Fairs/Celebrations
18. Craft Displays
19. Ethnic/Cultural Events
20. Industrial Tours
21. Specialty Educational Courses.

6. Tourism Development Impact on Land Use Options

Two alternative settlement strategies have been developed during the planning program. These are:

Option 1: Concentrate high density development in municipalities with a range of rural residential environments within the unincorporated rural area based on resource values and settlement capability.

Option 2: Continued infilling within municipalities with concentrated rural growth in rural growth areas at high densities with community services and a full range of additional rural residential environments.

Recommendation

- From a tourism development perspective Option 1 offers the most desirable solution with the addition of resort development opportunities provided by the Option 2 "recreational development" designation between New Denver and Roseberry. (This recommendation does not consider land ownership.)

TABLE 5

TOURISM IMPACT ASSESSMENTS
UNDER PRESERVED VALHALLAS OPTION

FACILITY or ACTIVITY	ECONOMIC ASSESSMENT						
	MARKETS					NUMBER of FACILITIES/ EXPANSIONS	EMPLOYMENT RANGE (TOTAL)
	Close-In B.C.	Other B.C.	Alberta/ Wash.	Other N. Am.	Int'l		
Resort (40 rooms)	●	●	●	o	o	2	20-30
Lodge (40 rooms)	●	●	●	o	o	2	15-25
Youth Hostel			o	●	o	1	3-5
Bed/Breakfast		●	●	o		20	20-40
Campground (50 sites)	●	●	●	o	o	2	6-10
Marine Tours	o	●	●		o	2	6-10
Boat Rentals	o	●	●			2	3-5
Marina	●	●	●			1	15-20
Specialty Restaurant	●	●	●			1	3-5
Fast Food	●	●	●			1	5-10
Sno-cat Skiing		●	●	o	o	2	10-15
Cross-Country Skiing		●	●	o	o	2	6-10
Guest Ranch	●	●	●			2	10-15
Fishing Camp		o	●	●	●		2-4
Lounge/Pub	●	●	o			1	5-8
Activities: -Regattas/fairs -Craft Shows -Ethnic Events -Ind. Tours -Educational Courses	●	●	●	o		one or two of each	10-20

	KEY	
●	Primary Market	40%
●	Secondary Market	25%
o	Tertiary Market	10%

TOURISM IMPACT ASSESSMENTS

In order to indicate the relative significance of each facility or activity, we have considered three aspects of development. The first is an assessment of markets, indicating the geographic areas of primary, secondary and tertiary significance. Second is the estimated number of facilities which could reasonably be expected to be built, based on the market outlook. The third measure is the estimated employment range. The latter two assessments refer to the possible 1990 situation.

Marketing

Tourism markets have been assessed for each facility and activity ranking a "good possibility" for development or better as described in Table 4. A primary market is defined as one producing a minimum of 40 percent of the total patronage. A secondary market is defined as producing 25 percent and a tertiary market 10 percent. Although market segments vary considerably from one facility to the next there are a number of elements common to all. They are:

- distance from major concentrated markets (population centres)
- intervening tourist opportunities between the Slocan Valley and large population centres
- limited awareness of the Slocan Valley outside the immediate area

- increasingly competitive tourist industry in British Columbia and the Pacific Northwest

- large number of uncontrollable factors influencing the accessibility of international markets (exchange rates, international economic situation, competition, fuel costs, etc.)

- relatively difficult and/or time consuming road and air access compared to other southern British Columbia valleys

- traditional vacation return-visits to the Okanagan and Kootenays from the lower mainland and Calgary/ Edmonton.

These problems do, however, lead to several marketing opportunities. These include:

- Slocan Valley location in the midst of a well established tourist area of south-central British Columbia

- road access is available in all four directions

- possible to create a "tourism product" which respects the environment oriented focus yet caters to current market desires

- provision of price-competitive family and adult oriented facilities

- large volumes of mobile tourist traffic
  - to the north on Highway 1
  - to the east on Highway 95
  - to the south on Highway 3
  - to the west on Highway 97

- growing interest in winter and fall/spring travel

- concentration on the resources in which the Slocan excells namely scenery, heritage and crafts

- provision of a water oriented vacation alternative to the more crowded Okanagan and Kootenay Lakes

- provision of a quieter vacation option to residents of the Okanagan, Shuswap and Kootenay areas

- expand on the international reputation generated by publicity over the Valhalla Mountains.

Number of Facilities

With only one exception, the Slocan Valley is expected to comfortably support no more than two each of the facilities and activities tabulated. (The exception is Bed and Breakfast type lodging which may provide opportunities for approximately 20 facilities.) The consistency of these small numbers is indicative of the development sensitivity and possibilities for over-building.

The reader is cautioned that it is not possible to indicate completely mutually exclusive categories of development. As previously mentioned the existence of some developments will create opportunities for others and will reduce the likelihood for success of still others.

Employment

Job opportunities arising from the tourism opportunity assessments indicate a range of between 140 and 230 for the "preserved Valhallas" option. The "enhanced Valhallas" option is expected to create an additional 10 to 20 jobs because of increased tourist activity directly in the Valhalla Mountains. Other jobs are possible through development of those tourist opportunities (shown as single dots on the Tourism Development Opportunities Table [4]). Eleven separate development possibilities were tabulated with this designation ranging

from large accommodation establishments to a heli-skiing operation. Estimates for these facilities could increase the range an additional 20 to 60 jobs. The total employment considering this most optimistic scenario ranges between 170 and 310 jobs.

The reader is cautioned that these figures are estimates based on industry norms and includes all categories of employment. This involves:

- owner/operators
- full time, year round employees
- full time, seasonal employees
- part-time, year round employees
- part-time, seasonal employees.

Marketing Program

To capitalize on these opportunities it is useful to outline appropriate marketing strategies. These are intended to prepare the reader or prospective tourism developer for the approaches recommended. Elements of the marketing strategy to be included are:

- positioning the Slocan Valley as an attractive tourism destination for sightseeing and self-contained active outdoor pursuits
- increasing the number of visitors travelling to the Slocan Valley
- increasing visitor length of stay in the Slocan Valley
- expanding tourist visitation in all four seasons
- maintaining a high level of service and hospitality to assist in beneficial word-of-mouth advertising
- concentrating initially on residents of markets within four hour drive and to divert tourists travelling the major routes of Highways 97, 1 and 3

- coordinating other government activities to best benefit tourism, including highways, municipal services, recreation, etc

- increasing availability of package travel to and within the Slocan, both group and independent itinerary.

Within these strategies there are a number of individual tasks which could be helpful in producing a successful travel industry within the Slocan Valley. These are cited to indicate the requirements in time, money and effort that a successful marketing program demands. Neither are they one-time tasks that can be done and forgotten -- but rather marketing approaches that address the fundamental problem of promoting the entire Slocan Valley. Individual businesses are advised to design their specific programs around these broader approaches.

1. Work with Kootenay Boundary Visitors Association in developing a greater overall awareness of tourism demands, development of specific packages, and creating greater awareness of the Slocan Valley. Also consider joining the sector association (hotel, motel, restaurant, etc.) which is applicable.

2. Form an Alliance of Slocan Valley Tourist Operators to foster development of tourism, generate cooperation and understanding, and provide a united marketing front. This Alliance could be the vehicle to address problems and issues common to all Valley operators. It could provide some political recognition while also improving local understanding of tourism. Some more direct benefits may include media advertising discounts, advertisement cost-sharing, group tour operator arrangements, and interchangeable redeemable coupons among members.

3. Ensure a carefully executed advertising program to guard against over-promotion. Limited existing facilities and likely "small" size of new facilities preclude a mass media marketing approach indicating promotion should be of a controlled and direct nature.

4. Design two or three specific packages identifying accommodation, food service and activity(ies) and test close-in markets. Advertising and promotion should be concentrated in the market areas suggested in the Tourism Opportunities Table [4]. Selected specialty recreation outlets should be catering to clientelle in their existing markets through direct mail.

5. Utilize the provincial government's Hospitality Training Program to instruct interested residents and tourist establishment employees. Also utilize the numerous publications available from federal and provincial government agencies providing "how-to" advice in various facets of tourism.

6. Improve signage within all Slocan Valley communities and at all Valley entry intersections.

7. Develop a theme or focus for tourism development and marketing. The natural environment, turn-of-the-century heritage and crafts are the most obvious choices.

CONCLUSIONS

The preceding material, and that of the Phase I report, concludes our analysis of the Slocan Valley's tourism situation and development opportunities. Our review of the past and present situation has been based on available tourism statistics and on observation. However, a significant and unavoidable part of our analysis of future issues has been addressed based on judgement and experience, and is therefore subject to debate. We have attempted to be rational in our conclusions and "up-front" with our assumptions, and it is within this framework that we have applied our conclusions and recommendations.

The fundamental conclusion that tourism can be a viable opportunity for diversification of the Slocan Valley economy appears clear. The degree to which this occurs or is made to occur is the next question and the one most difficult to forecast with certainty. We have attempted to constrain our future possibility assessments to those having the greatest opportunity for success based on the Valley's resources, trends in tourism markets, and on wishes of Valley residents. The degree to which these opportunities are realized is due almost exclusively to the development skills of potential and existing entrepreneurs operating within the economic climates which will prevail in the future.

The ways in which these talents are applied will in large part determine the success of tourism development in the Slocan Valley throughout the 1980's.